# ERP: Lessons Learned

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ERP Objectives?

- Leverage vendor development

- Get out of the software business

- Leverage "best practices"

- Common database and data definitions

- Leverage packaged integration

- Enable a business transformation

- Deeper and broader support and documentation
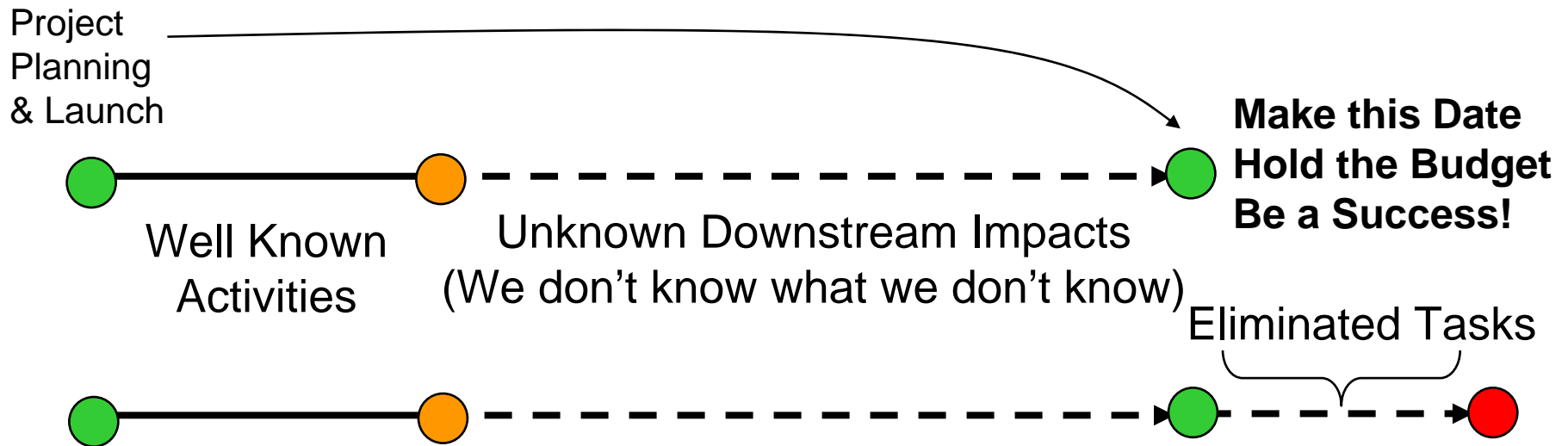
- Leverage new technology

- Achieve compliance

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Implementation Reality
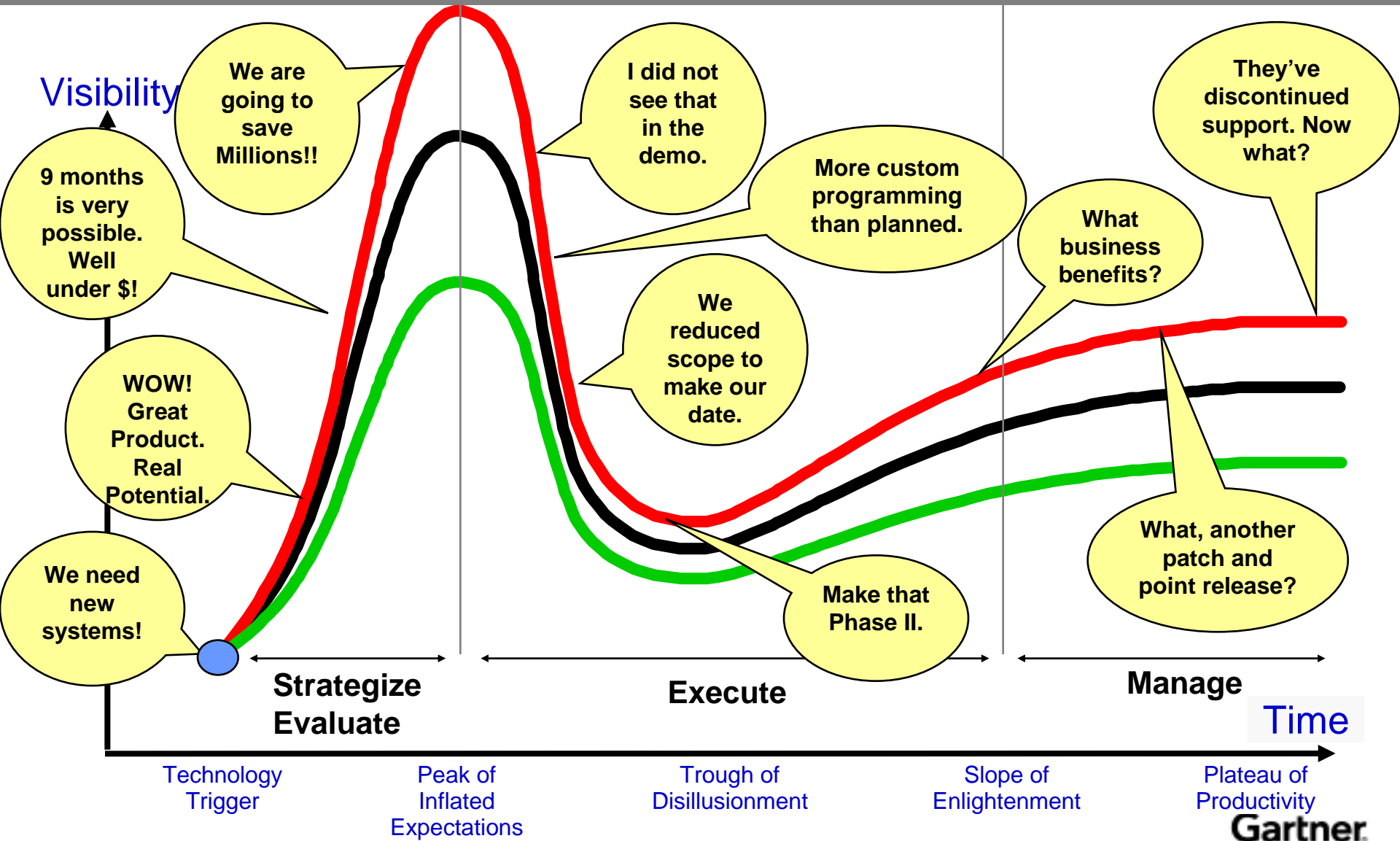
How to Define Success?

Success is typically defined as being on time and on budget.

When measuring success, also look at whether program objectives are achieved.

Project Planning & Launch

Well Known Activities

Unknown Downstream Impacts (We don't know what we don't know)

Make this Date Hold the Budget Be a Success!

Eliminated Tasks

What you don't know, can hurt you.
Downstream Impacts caused by:
    Custom Programming
    Integration Challenges
    Business Events

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Lessons Learned

- **Multiple process versions – Standardization dreams turn into configuration nightmares as unique configuration needs by site minimize ability to gain efficiency**

- **Address both operational and management processes**
  - **Business process education is required in addition to system-use training**

- **Governance – Decision hierarchy must support rapid response to avoid stalling the implementation**

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Lessons Learned

- **It's not over until the interfaces are done**

- **Data ownership / stewardship / quality assurance is a complicated issue**

- **Cutting testing effort due to timing / budget constraints costs more in the long run**

- **Structured organizational change efforts reduce resistance, minimize FUD, and improve willingness to work through start-up issues**

Organizational Change: People Issues are Often Minimized
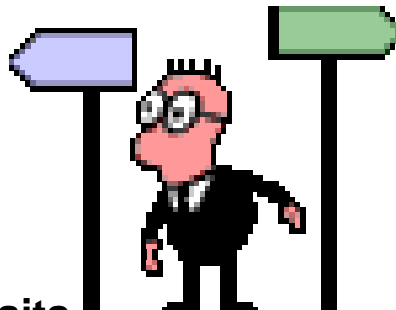
Won't Change

Traits
- Not bought in
- Threatened
- Pride in Ownership
- Experienced Previous Failures

Strategies
- Communication
- Active Engagement
- Responsible for Change
- Incentive
- Decisive Leadership
- Biggest Critic to Biggest Advocate

Can't Change

Traits
- Lacking Skills
- Lacking Understanding
- Would Rather Quit

Strategies
- Communication
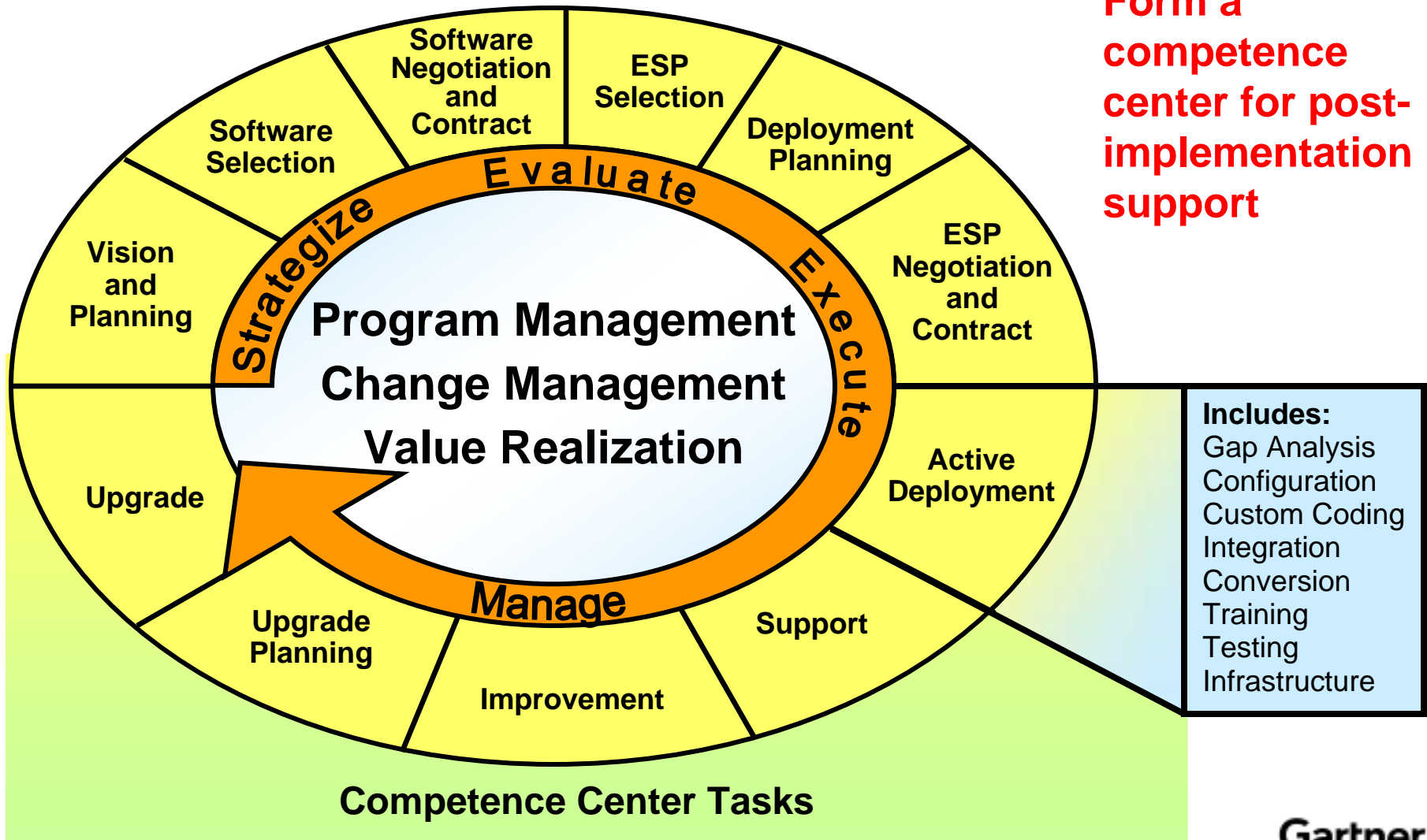- Engagement
- Training
- Career Counseling

What Change?

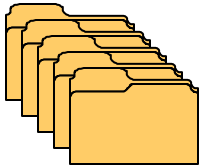**Traits**
- Ambivalent
- Follower

Strategies
- Communication
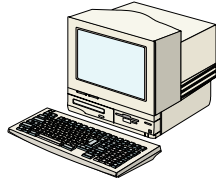- Engagement
- Exposure
- Training/Education
- Support

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The Business Applications Life Cycle – Centralized System Administration

Form a competence center for post-implementation support

Program Management
Change Management
Value Realization

Strategize · Evaluate · Execute · Manage

ESP Selection · Deployment Planning · ESP Negotiation and Contract · Active Deployment · Support · Improvement · Upgrade Planning · Upgrade · Vision and Planning · Software Selection · Software Negotiation and Contract

Competence Center Tasks

Includes:
Gap Analysis
Configuration
Custom Coding
Integration
Conversion
Training
Testing
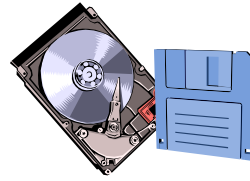Infrastructure

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The Competence Center Model
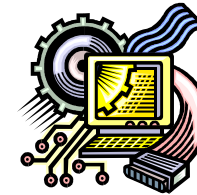
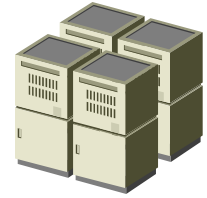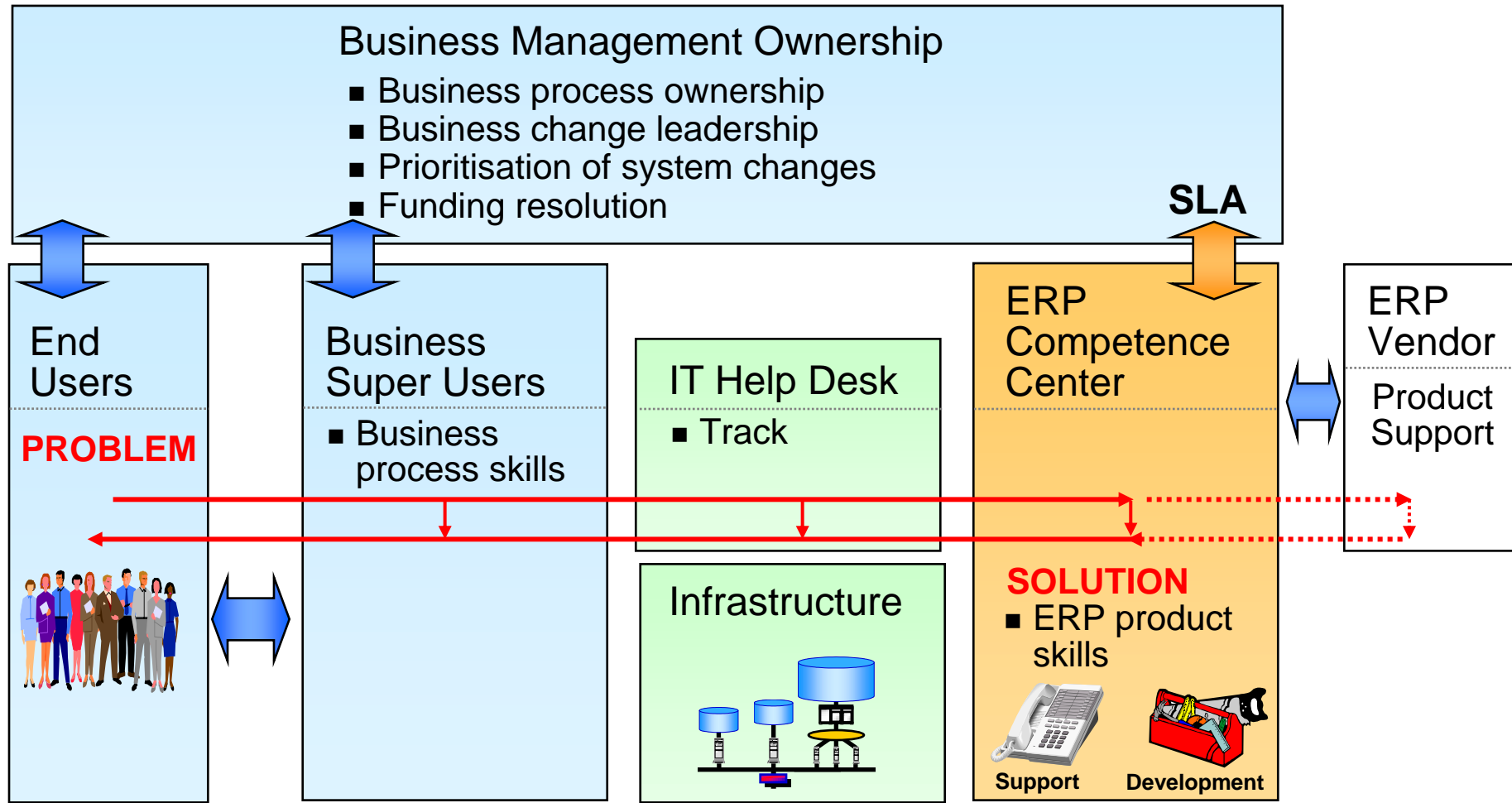| Business Process Support	User Interface Support	Business Process Enablement	Applications Development and Integration	Application Operations	Infrastructure Support
■ Super-User-Based ■ Level One ■ Triage ■ Training	■ PC ■ Network	■ All Business Applications ■ End-to-End Process Support ■ Application Config. ■ Knowledge Management ■ Meta and Master Data ■ App. Vendor Comms. ■ Link to Business	■ Application Development ■ Application Integration and Middleware ■ BI and DW Development and Integration ■ Business Partner Integration ■ Any-Shore Resource Management	■ Architecture ■ Database Admin. ■ Back-up and Recovery ■ Security ■ Environments ■ Software Change Mgmt. ■ Patches ■ Archiving ■ Tuning ■ SLA	■ Hardware ■ Storage ■ Disaster Recovery
Business Unit	IS	Competence Center			IS

Post-Go-Live ERP Support Model: The Complete Picture

Business Management Ownership

- Business process ownership
- Business change leadership
- Prioritisation of system changes
- Funding resolution

SLA

End Users

PROBLEM

Business Super Users

- Business process skills

IT Help Desk

- Track

Infrastructure

ERP Competence Center

ERP Vendor

Product Support

SOLUTION

- ERP product skills

Support   Development
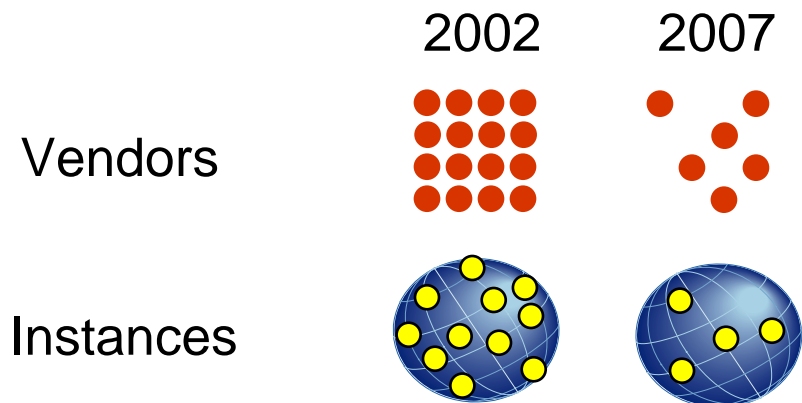
Key: Processes ⟶

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Competence Center Challenges

- It is about behavioral change

- Organization structure must change as well

- It is not just the IS group that has to change

- It does change power bases

- Some people will choose to leave

- You have to invest to save

- You must protect against service levels dropping during transition
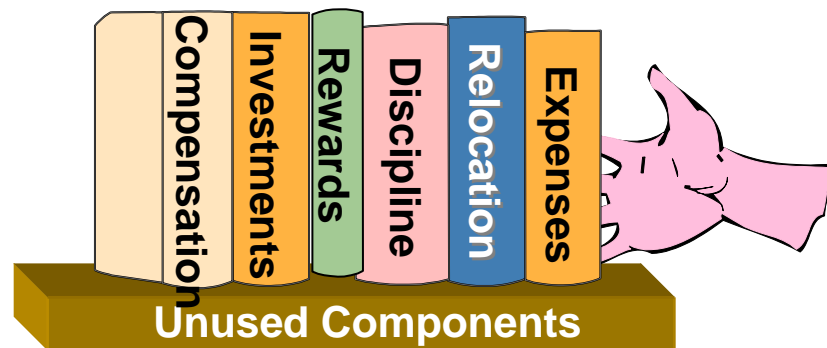
- Transition will take two to three years

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Post-Implementation Strategies

Application Rationalization

2002   2007

Vendors

Instances

"Shelfware" Utilization

Compensation
Investments
Rewards
Discipline
Relocation
Expenses

Unused Components

Upgrades

Be it known that release 3.7 support will cease on 31 December 2005 and that
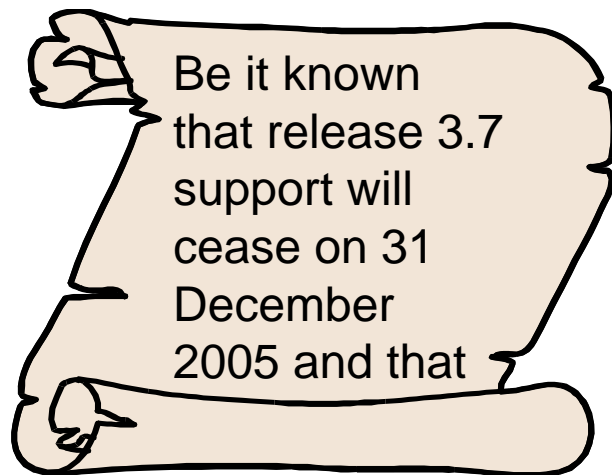
Optimization/Improvement

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Establish An Upgrade Management Plan

The Vendor's Release Schedule

Your Release Schedule

4 year cycle

5 year cycle

6 year cycle

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

Years

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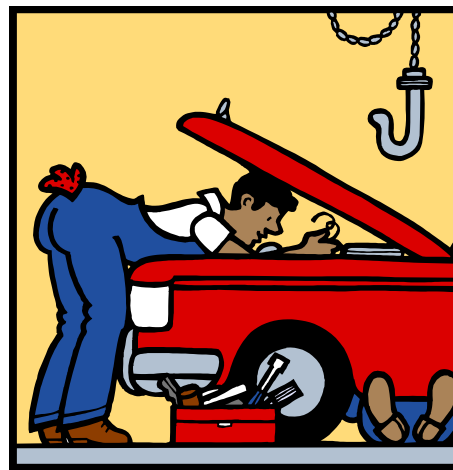
Government on the Move – Mobility Initiatives

Impact on Government Services and Processes

Disruption

Virtual Communities
- Constituents
- Employees

Service Level

- Safety
- Location-based services
- Participation and voting
- Pushing information

Efficiency

- Safety
- Telework
- Positioning

G2E   G2C   C2C

Mobile Applications
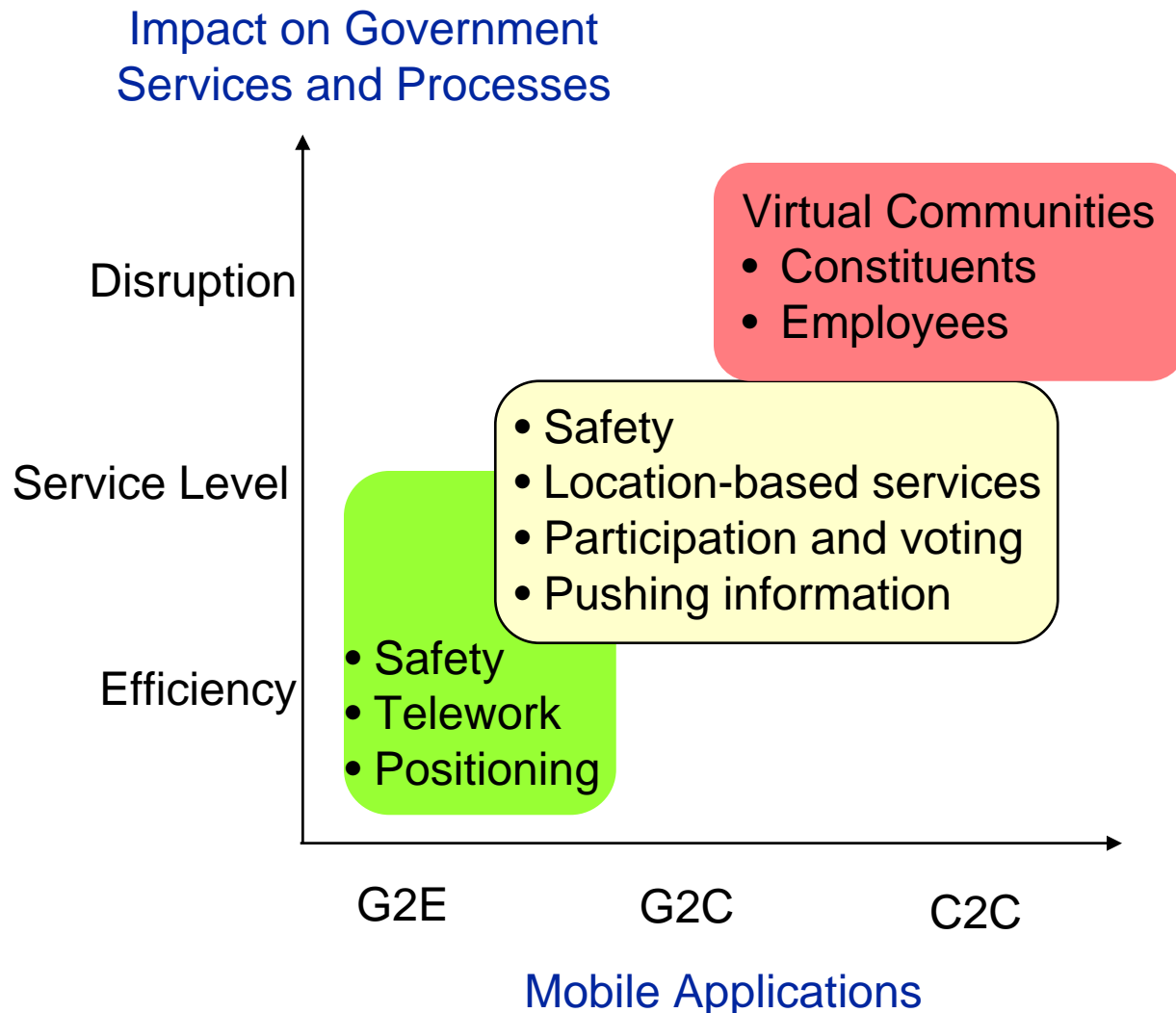
So Many Issues

- Cross-jurisdiction issues
- Privacy vs. access
- New crimes
- Mobile taxation
- Financial control
- Direct democracy
- Temporary parties
- Laws on working time

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